



**POLICY NAME**

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**Policy** : **Recruitment and Selection Policy**  
**Manual** : **Human Resources Policies and Procedures Manual**  
**Applicability** : **All Employees within the Digicall Group.**

	<b>NAME</b>	<b>SIGNATURE</b>	<b>DATE</b>
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## **1. INTRODUCTION AND PURPOSE**

### **1.1. Applicability**

1.1.1. This policy applies to the following situations:

- The recruitment, selection, and placement of employees,
- The appointment of permanent, part-time, fixed term, and temporary employees including appointments of learnerships and internships.

1.1.2. The appointment of independent contractors, personal service companies, labour brokers and consultants are subject to specific legislation, both in respect of The Company's Income Tax obligations and employment relations duties. In all such instances, guidance must be obtained from the Chief Human Resources Officer.

### **1.2. Introduction**

1.2.1. The proper application of this recruitment policy is fundamental to the fulfilment of business practises at Digicall Holdings (Pty) Ltd. (hereinafter "The Company"). Through the implementation of this policy along with the exercising of the Human Resource representative's discretion and good judgement, the business goal of this policy will be re-enforced, namely: To attract those job applicants who are deemed to be the "best fit" in terms of being suitably qualified and most suited to the particular circumstances of the job vacancy.

1.2.2. Consistent with this Policy, The Company supports the principle of developing and promoting employees from within the organisation. Vacancies may be advertised internally and externally concurrently to source the best fit candidate timeously.

1.2.3. The recruitment of potential employees represents one of the most significant human resource activities a manager may undertake. For this reason, it is essential for managers to be familiar with this policy when recruiting employees.

### **1.3. Legal Obligation**

1.3.1. The recruitment of employees, whether internally or externally gives rise to legally recognise and enforceable employment relationships. Through the application of this policy, the recruiting officer will be safeguarded from possible allegations of discrimination or residual unfair labour practices, and, at the same time ensures that the terms and conditions of an employee's recruitment and appointment comply with company policy and applicable employment legislation.

1.3.2. It is the commitment of The Company to not unfairly discriminate, either indirectly or directly, on any arbitrary grounds against persons or groups or categories of persons. It is recognised that there are circumstances where certain categories of people may be unable to satisfy the inherent requirements of a job and that these minimum requirements are not regarded as being unfairly discriminatory.

1.3.3. The Company has adopted policies and programs aimed at redressing the disadvantages in employment experienced by people from designated groups, in order to ensure their equitable representation in the workplace. These policies are set out in The Company's Employment Equity Policy.

1.3.4. In the appointment, selection, promotion, and placement of employees within the organisation, the provisions of, amongst others, the Labour Relations Act, Basic Conditions

of Employment Act, Employment Equity Act, and the requirements of employment safety statutes and regulations must be observed.

- 1.3.5. The Company remains compliant with the POPIA Act of 2013, which requires candidate and employee information data to be used specifically for recruitment and employee placement purposes. The Human Resources department complies with the eight principles contained within the POPIA Act.
- 1.3.6. All information and documentation required in the recruitment process must be handled with confidentiality in order to protect the privacy of the candidates and preserves the integrity of the recruitment and selection process.

**1.4. Purpose of the Policy**

- 1.4.1. The purpose of this policy is to regulate the employment of employees and to provide rules, guidelines, and procedural measures for employees, in order to ensure that the recruitment, selection and placement of candidates are undertaken in a justifiable, equitable, transparent and fair manner.
- 1.4.2. Furthermore, this policy directs and disciplines employment practices to ensure that the objectives of The Company are attained - especially those objectives relating to structural and operational efficiency within the business, the demographic composition of the workforce, and providing equal development opportunities for all our employees.
- 1.4.3. The policy aims to re-enforce the Human Resource representative’s commitment to ensure that the interests of The Company and its business objectives are paramount. The best interests of the business unit, and hence that of The Company will be safeguarded through the proper and thorough application of the procedures set out in this policy.
- 1.4.4. It will also ensure that the candidate who is deemed to be the "best fit" for the job vacancy is appointed and whose qualifications, and personal work ethic complement The Company's business requirements and culture and values.
- 1.4.5. This policy replaces the various policies and procedures previously in place to address the filling of vacancies, preferential re-employment inter-department transfers, inter-company transfers and directives relating to employment practices within The Company.

**2. DEFINITIONS**

The definitions listed in Table 1-1 apply to this document.  
 A capitalised item within the text indicates the availability of a definition.

<b>Item</b>	<b>Definition</b>
Company / Employer	Digicall Holdings (Pty) Ltd
Managers / Supervisors / Management	The person responsible for planning and directing the work of individuals, monitoring their work, and taking corrective action when necessary.
Employees	Permanent or temporary salaried staff on The Company payroll.
Contractors	Contractors working for The Company in an individual capacity who are not considered to be Employees of The Company.
Candidate/Applicant	Refers to someone who is responding to a duly authorised job advertisement placed by The Company, or someone who is sent by an employment agency in response to a duly authorised request by the Company.

Line Manager	Is a manager in any department and whose main duties involve responsibility for the work of others;
Merit	Means the extent to which a person is deserving of appointment due to the relationship between: The person's abilities, aptitude, skills, qualifications, knowledge, experiences, achievements, personal qualities and potential; and The duties and responsibilities and associated requirements of the position.
Minimum Criteria	Refer to criteria that are used to screen and short list applicants. They include factors which are related to essential functions of the job and are consistent with operational necessity. Minimum criteria are usually drawn from an evaluated role profile and are measurable from a curriculum vitae.
Assignment	Assignments or secondments, and acting positions on special projects or tasks groups represent innovative human Resources practices Is a manager in any department and whose main duties involve responsibility for the work of others; that improve the utilisation and transfer of skills across the organisation. They also represent steppingstones to permanent promotions. This is the responsibility of the line manager in consultation with the line director.
Designated group	Means black people, women, and people with disabilities. The appointment and placement of designated group job applicants fall within the scope of The Company's employment equity initiatives.
Recruitment	Covers the enlisting of job applicants through non-discriminatory internal advertisements, employee referrals, utilisation of employment agencies, adoption of recruitment campaigns and executive search firms to secure the most suitably qualified candidate for a vacant or new position. This is the responsibility of the Human Resources function in consultation with line managers
Deployment	Deployment usually occurs when an employee moves from one position to another within the same occupational group or to another occupational group to meet operational needs; to fulfil the career development and individual needs of employees; to develop the skills and abilities required by the organisations in the longer term; and to foster the achievement of employment equity goals. Unlike assignments or secondments, employees gain incumbency in the positions to which they are deployed and therefore assume the classification level of the new position. A deployment is usually for an indeterminate or a specified period but does not result in a promotion or change of tenure. This is the responsibility of the line manager in consultation with the line director.
Placement	Deals with the appointment of a successful job applicant into a position through the formal written offer of employment. This is the responsibility of the line manager in consultation with the responsible Human Resources person.
Selection	Deals with the choosing of the applicant who is regarded as "the best fit" according to the criteria set out in the pre-selection form. The purpose of selection systems should be to determine which candidates from a group of applicants are most likely to be successful in performing the job.
Suitably qualified	Refers to an applicant who as a result of any one-off, or any combination of that person's - (a) formal qualifications; (b) prior learning; (c) relevant experience; or (d) capacity to acquire, within a reasonable time, the ability to do the job. Represents the best available candidate from a pool of job applicants.
Recruitment Platform	Refers to The Company's online platform to facilitate the recruitment process hosted by an external service provider.
Business Unit Head	Means the manager responsible for a specific Business Unit or Department within The Company.

### **3. AUTHORISATION TO EMPLOY**

- 3.1. In all instances, the appropriate authorisation to employ must be obtained prior to the recruitment process. Should the appointment be a replacement of an existing role, with the same terms of employment the appropriate Business Unit Head may authorise the appointment.
- 3.2. In the case of a new position, line management must seek approval, from the department's EXCO member, who must approve the appointment and proposed remuneration before the commencement of the process. Or approval can be sought from a. EXCOs members nominated delegated authority.

### **4. RECRUITMENT AND SELECTION PROCEDURAL GUIDELINES:**

#### **Phase 1:**

#### **4.1 Recruitment Requisition**

- 4.1.1 Prior to filling a vacant position, a line manager must consider what other alternatives may be appropriate, including the restructuring of job tasks within the department or business unit to allow for multi-skilling of internal employees, the re-allocation of job tasks, or other alternatives which may increase the productivity of the department or business unit as well as the job satisfaction of employees within the department or business unit.
- 4.1.2 This is the first step in the recruitment process. Once the need for a new position has been established, the communication of that need must take place.
- 4.2 In all instances, the appropriate authorisation to employ must be obtained prior to the Recruitment process. Should the appointment be a replacement of an existing role, with the same terms of employment the appropriate Head of Department may authorise the appointment.
- 4.3 In the case of a new position, line management must seek approval, from the department's EXCO member, who must approve the appointment and proposed remuneration before the commencement of the process.
  - 4.3.1
  - 4.3.2 Line managers must complete a Recruitment Requisition Form, Annexure A, and email the approved requisition form to the HRBP or HR Manager.
  - 4.3.3 Organisational and operational considerations of the vacant position need to be addressed in the recruitment requisition form by the line manager in consultation with the responsible HRBP. These relate to organisational employment equity considerations, recruitment methods, budget considerations, and departmental staffing requirements.

#### **4.4 Job Evaluation**

- 4.4.1 After the Recruitment Requisition has been completed and approved by the EXCO member or Head of Department, the Line Manager together with the HRBP must analyse and amend (where necessary) the requirements of the job in terms of skills, knowledge, experience, qualifications, and competencies to create the role profile for the position. The job specifications are used primarily to facilitate the recruitment and selection process.
- 4.4.2 The job specifications together with the proposed remuneration must be reviewed and approved by management for any amendments and updates to the position.
- 4.4.3 The Group Talent Management Specialist will ensure that the remuneration is structured within the

appropriate salary band through grading and benchmarking. Should the proposed salary not be in line with the approved salary band, an EXCO member's approval or delegated authority will be required.

- 4.4.4 The role profile must be completed in full and submitted to the Group Talent Management Specialist for final review and approval.
- 4.4.5 If the vacant position does not have an existing role profile, or the profile needs to be amended then the responsible HRBP must ensure that a role profile is created for the vacant position. A well-designed and up-to-date role profile forms the basis for the preliminary screening of candidates from an available pool of job applicants.
- 4.4.6 In completing the role profile, the long term or future operational requirements of the department should be considered.
- 4.4.7 The role profile will assist in:
  - profiling potential candidates in line with the vacant position,
  - determining the general terms and conditions of employment of the position including knowledge and understanding of the position,
  - elaborate on company culture, characteristic of the ideal candidate and behavioural requirements.

## **Phase 2**

### **4.5 Advertisements (internally and externally)**

- 4.5.1 All vacant positions below directorship level may be advertised internally and externally simultaneously, at management's discretion, and dependant on the position concerned.
- 4.5.2 The formulation of internal and external advertisements is the responsibility of the line manager with help from the HRBP and will be based on the approved job requisition form and role profile for the position.
- 4.5.3 All vacancy advertisements must comply with corporate requirements in respect of the wording of the advertisement, the usage of The Company logo, and must maintain the image and profile of The Company.
- 4.5.4 To ensure that the most suitably qualified candidates are sourced, The Company will adopt a variety of recruitment methods, which would include placement of advertisements on The Company's Website and Intranet, the Recruitment Platform , Employee Referrals and/or when required recruitment agencies (subject to this policy).
- 4.5.5 The advertisement must clearly depict the requirements put down in the Job Specification.
- 4.5.6 The Company may use its own discretion to utilise various sourcing strategies and methods to fill vacancies. Factors that may influence the sourcing strategies will depend on the level of the position, Service Level Agreements to be met within a department and specialised and critical skills to consider.
- 4.5.7 Recruitment agencies may assist in advertising vacant positions to source potential candidates. This will however require, the motivation from the Business Unit Head and approval from the EXCO

member or delegated authority.

- 4.5.8 Any costs associated with the placement of advertisements will be allocated to the department cost centre.
- 4.5.9 To ensure that The Company fulfils any preferential re-employment obligations it may have at that time, advertisements must be communicated to the HR Manager for onward communication to former employees and/or trade union representatives.
- 4.5.10 The line manager in collaboration with the HRBP will create specific questions, by completing a Handover Document, Annexure B, to be advertised on the selected recruitment platform and to be approved by the Group Talent Management Specialist for advertising. This information will include required knowledge, skills, qualifications, and experience.

#### 4.5.10.1 Advertising Internally:

- Internal sourcing of applicants should receive priority in keeping with The Company's focus on the development and promotion of its employees. In addition, internal placements are more cost-effective and provide visible demonstration of The Company's commitment to its workplace skills training plan.
- The Group Talent Management Specialist will consider succession planning and identify key individuals for vacancies.
- The line manager with help from the HR Department will prepare an internal advert, based on the Job Specification for the job in question.

#### 4.5.10.2 Advertising Externally:

- The selection of a recruitment agency will be made by the responsible HR Manager from the list of preferred recruitment agencies. Any recruitment agency not on the approved agency list, must be reviewed by Chief Human Resource Officer and Legal for approval. The role profile of the vacant position will be briefed to the agency by the responsible HR Manager who will be responsible for the negotiation of agency placement fees, the communication of principles relating to The Company's recruitment policy as well as employment equity requirements.
- Employees may refer candidates who are suitably qualified and experienced to fill positions if it does not create a conflict of interest. The Company will not pay employee referral bonuses on appointment of the referred candidates.
- Advertising through any alternative social media platforms will require review and approval of the Marketing Head and HR Manager.
- Referral agencies are not always aware of The Company's employment equity goals and interest in interviewing designated group members. They may need to be reminded so that qualified individuals from the designated groups are referred and not screened out.
- The Human Resources department will periodically issue best practice guidelines in its recruitment procedures to ensure that job applicants who best fit The Company's recruitment goals are identified and selected.
- Aside from meeting employment equity considerations, adopting some or all of these best practices will also tend to increase the pool of candidates from which applicants may be selected for interviewing.

#### 4.5.10.3 Advertising Period

- Internal advertisements must be emailed to all staff and be published on The Company's intranet, designated for this purpose for a minimum of 10 working days.
- The closing date for external advertisements will not be for fewer than ten working days and no longer than one month after the advertisement has been published, at the sole discretion of the Business Unit Head.
- Where specialised recruitment methods are utilised, such as executive search agencies, or recruitment campaigns, the recruitment period may have to be extended to allow for the effective implementation of these methods.

#### 4.6 Applications

- 4.6.1 An application will only be deemed valid if the application has been submitted via the selected Recruitment platform. This applies to both internal and external applicants, and applicants suggested from recruitment agencies.
- 4.6.2 Supporting and required applicant information such as the CV and proof of qualifications must be attached to the online application. Applicants are required to provide The Company with the necessary consent, by completing the indemnity and consent form along with their application.
- 4.6.3 If an internal applicant applies for a position, the line manager of the job applicant concerned should be informed accordingly. Employees will not be victimized for doing so as this is in line with The Company focus on employee development.
- 4.6.4 The responsible Human Resources Administrator or HRBP will compile a detailed merit list of all applicants for the position on the deadline of the advertisement or as and when requested by the line manager. Line management and the HRBP can then commence with the screening process for suitable candidates.

#### 4.7 Screening

- 4.7.1 This entails the screening of all applications on the Merit list received, however preference must be given to internal candidates before external candidates are considered.
- 4.7.2 The objective of the screening exercise is to prioritise job applications, giving priority to those applications who meets the required job specifications and who seemingly or potentially represent the "best fit" candidates for cultural purposes.
- 4.7.3 The line manager, in consultation with the HRBP will compile a draft shortlist of potentially qualifying candidates by considering the following screening criteria:
- The job specification,
  - Preferential employment requirements, for example, employees who have recently been retrenched,
  - The employment of family members,
  - The completeness of the job application form,
  - Internal applicants who with the necessary training and development may be regarded as a suitably qualified candidate,

- Any trainees who may be fast-tracked through their learnership programme,
  - Applications from suitably qualified designated group employees.
- 4.7.4 Job applicants must not be provided with any undertaking that they will be appointed into the position.
- 4.7.5 The Company reserves the right to select prospective employees or contract workers from certain designated groups as defined in relevant labour legislation to comply with employment equity and business requirements. Therefore at least one suitably qualified candidate from a “designated group” must be placed on the short list for all vacancies, unless due to the pool of applicants, such a candidate cannot be found.
- 4.7.6 If applicants from competitor companies are possible candidates for selection, any interviews with such candidates must be scheduled off company premises.
- 4.7.7 Should the shortlist of applications be received through a recruitment agency, the responsible HRBP must conduct an independent review of CVs received for suitability of the position.

#### **4.8 Preliminary Interviews**

- 4.8.1 Shortlisted candidates will be invited to a preliminary one-way video interview on Wamly. The line manager in collaboration with the HRBP will create specific questions to be approved by the Group Talent Management Specialist. The questions will probe candidates on their knowledge, skills, experience, and qualifications as well as Company cultural questions focusing on certain value behaviours aligned to the position.
- 4.8.2 Management and the responsible HR representative will select the appropriate panel to evaluate online interviews and determine which candidates will qualify for a face-to-face interview.
- 4.8.3 The online interview process will ensure further shortlisting of candidates to be invited to the face-to-face interview stage, saving management time and sourcing candidates faster.

#### **4.9 Interviews**

- 4.9.1 Where applicants meet the specific criteria, an interview will be coordinated and conducted with the shortlisted candidate(s). The aim of the interview is to determine an applicant’s degree of suitability for a job by matching the information given by the applicant to the job requirements.
- 4.9.2 The shortlisted candidates must be contacted directly, and appointments confirmed telephonically. The interview should be conducted in a professional manner and all appointments made with applicants should be confirmed.
- 4.9.3 Candidates must be approached confidentially to ensure that their current job security is not prejudiced. No undertakings may be made to any candidate regarding their prospects of success in the interview process. Candidates must be advised of The Company’s interviewing approach.
- 4.9.4 At least two interviewers (a line manager and the responsible Human Resources representative) trained in The Company’s selection process must conduct the interviews. At management’s discretion and depending on the position concerned, the line director or another manager may be called upon to interview the applicant.
- 4.9.5 Should the interviewers fail to find an appropriate candidate for the position as per the targeted requirements, suitable candidates with transferable skills may be considered for the position, alternatively the position may remain open for an extended period or the targeted requirements may need to be revised, and the position re-advertised.

- 4.9.6 Where appropriate, suitably qualified candidates from the “designated group” will be placed in accordance with the numerical targets contained in The Company's employment equity plan.
- 4.9.7 It may not always be necessary to re-interview an internal applicant who has recently been interviewed for a similar position. This will be at Management’s discretion.

#### **4.10 Psychometric Evaluation**

- 4.10.1 Multiple assessment instruments may be applied during the selection process, depending on the job requirements and the Job Level. These instruments will assess specific criteria as specified in the role profile and may include practical exercises, psychometric evaluation, and simulation exercises.
- 4.10.2 The results of these evaluations will be considered in conjunction with the outcome of the interview process when arriving at the final selection decision. Under no circumstance will an applicant be declined for employment on the basis of arbitrary grounds unrelated to the inherent requirements of the position for which they have applied and subsequently been considered, as further defined in the Employment Equity Act.
- 4.10.3 For management positions, a certified psychometric test will be conducted on all shortlisted candidates in order to evaluate applicant suitability. These will be conducted by an objective party and will be used to assist in the selection process. Appointments with psychometrists/psychologists will be arranged by the responsible Human Resources representative.
- 4.10.4 The Group Talent Management Specialist will be responsible to ensure that the tests used are certified, intrinsically fair and fairly applied.
- 4.10.5 Psychometric evaluations will be mandatory for all Top and Senior level positions and optional/discretionary for all lower levels positions.
- 4.10.6 Psychometric assessment requests sent **before 12h00**, will be sent out to the candidates the same day COB. A candidate will be provided 2 – 3 workdays to complete the assessments. If the candidate completes the assessments on time, the reports will then be generated and sent out the day after the set candidate completion date before 12h00.
- 4.10.7 For assessment requests sent **after 12h00**, it is expected that the assessment invite will be sent out the latest the following day before 12h00, given the work of the Talent Management Administrator. The typical number of days given to candidates to complete is 2-3 work days. If the candidate completes the assessments on time, the reports are expected to be generated and sent out the day after the set candidate completion date before 12h00.
- 4.10.8 Psychometric assessment feedback will be arranged accordingly with the panel members (line manager and if required, HR representative) who is directly involved in the recruitment process. Development feedback can also be suggested and provided to the successful candidate on his/her first month of employment.

#### **4.11 Post interview short listing**

- 4.11.1 Following the initial interviewing of candidates, either one or more candidates may be further shortlisted. The second phase of the selection process would be to obtain reference checks and possibly second interviews.

#### **4.12 Final interview**

- 4.12.1 The combined results from the preliminary interviews and psychometric evaluation will be utilised

to identify and compile a shortlist of candidates for final interviews. The interview will be conducted by an HR representative, the Line Manager and the Business Unit Head, when required. The above mentioned must achieve consensus on the results of the interview process. The responsible Human Resources Representative shall ensure that arrangements are made for such final interview prior to the candidate being made an offer of employment.

- 4.12.2 Interviewers should also be sensitised to possible stereotyping and "in-group" biases which may impact on the selection or non-selection of candidates. Any interviewers must inform the HR representative should there be a conflict of interest or any relationship to the candidate which may be found to be bias or affect the selection of candidates as declared on Annexure A – Recruitment requisition.

#### **4.13 Reference checking**

- 4.13.1 Sound reference checking of applicants prior to appointment can avoid unnecessary and often costly mistakes arising within the business. Primarily, the information contained on an individual's application form can be verified by using references. It is especially important to take note of the correctness of information given on the application form, such as dates of employment with previous employers, salary earned, responsibilities and so on. Previous service records and educational background should be examined very carefully. It is desirable to obtain as many objective facts about the applicant's previous performance and capability as possible, and to use this information as a starting point for predicting future job behaviour.

- 4.13.2 Reference checks may only be conducted with the written consent of the candidate using the reference check release form. The type of reference being checked will depend on the role profile.

- 4.13.3 The manager conducting the reference checks must exercise due diligence and discretion. The manager should not expose The Company to possible claims of defamation or unfair discrimination. Management should exercise caution and respect the implications of potential unfair discrimination on the basis of unfounded or unsubstantiated allegations that arise during the course of reference checks being conducted.

- 4.13.4 Company policy requires that all potential new employees complete The Company's Employment Application Form, and that a minimum of two independent references be consulted to verify the information contained therein.

- 4.13.5 Applicants are required to allow The Company to verify the employee's credentials and employment record.

- 4.13.6 One or more of the following reference checks may be conducted:

- Personal reference check\*
- Employment record check\*
- Educational record check\*
- Driving record check\*\*
- Drug testing consent form
- Criminal record check

- 4.13.7 Those reference check marked with an (\*) asterisk are compulsory. Reference Check marked with (\*\*) are compulsory for all employees who are required to drive company vehicles. The applicable

driver's licence code must be verified.

#### 4.13.8 Criminal record checks

- Criminal reference checks may be conducted on all shortlisted candidates to determine whether the job applicant has been convicted of a Schedule 1 or 2 offenses in terms of the Criminal Procedure Act.
- Where an applicant is found to have a criminal record in terms of this policy, the interviewers shall exercise their discretion as to whether such applicant shall be considered as a suitable applicant for further selection or appointment.

### Phase 3

#### 4.14 Response

4.14.1 Feedback must be given to unsuccessful applicants. The following procedure must be followed for each respective category of applicants:

##### 4.14.2 Internal Applicants:

- The successful applicant must be notified prior to any feedback being given to unsuccessful applicants. Relevant information may be made available if requested by the unsuccessful applicant. Feedback must be conducted by the Line Manager concerned, together with the responsible Human Resources representative.
- Appropriate counselling, coaching and identification of development needs must also take place. A written and agreed development plan may be implemented where practical if the applicant has reasonable prospects of being shortlisted for a similar vacancy in the future.

##### 4.14.3 External Applicants

- Employment agencies (where applicable) must be notified about unsuccessful applicants. It is not the policy of The Company to provide feedback to unsuccessful external applicants concerning the reasons for being unsuccessful.
- Standardised regret notifications must be sent out via , email, recruitment platforms or telephonic phone call, by the responsible Human Resources representative to all external applicants who were interviewed and who were not referred by an employment agency.
- External applicants who were not shortlisted should also be notified in writing using the standard regret letter.
- Unsuccessful applicant details may be recorded or stored on Trending Talent for future reference.

### Phase 4

#### 4.15 Appointment

##### 4.15.1 Offer of employment

- The offer of employment letter must be given to the successful candidate either in writing or sent via email. This document must contain the remuneration package and a brief outline of the job description.

- The terms of the offer must comply with The Company's standard terms and conditions of employment.
- The responsible Human Resources representative must be consulted regarding the financial value of the offer which would be made to the applicant and any recommended deviation from the standard terms and conditions of employment.
- A meeting between the successful job applicant and the Human Resources Department must be made to finalise the applicant's remuneration package. Once approved, the Human Resources Department will compile the offer of employment comprised of a contract of employment along with all other standard employment forms, for example, medical application form, retirement fund beneficiary form, IRP 2 form, house rules, EEA1, staff information form etc. These documents, along with the employee handbook are contained in The Company's new appointment pack.
- For an internal appointment an offer/transfer/promotion letter will be drafted, covering the starting date, position, remuneration and any changes to terms and conditions of employment. The appointment will become effective when the applicant accepts the offer.
- Successful internal appointments will be required to remain in the newly appointed department for a minimum duration of 6 months before applying for another internal vacancy. The hiring manager along with the HR representative may use its discretion to exclude such applications during the application phase. Although The Company encourages internal growth and development, the HR department has the responsibility of ensuring that best practice applies and that internal recruitment processes are executed accordingly. Internal candidates who were appointed, transferred, or promoted in the Company or at its subsidiaries in the last 6 months will be required to motivate their reason to be considered in the application process.
- Once agreement is to be retained by the employee concerned, the offer must be returned directly to the responsible Human Resources Representative by the line manager.
- Only written agreements will be honoured. The line manager will thereafter ensure that any special review periods contained in the contract of employment are diarised.

#### 4.15.1.1 Employment contract

- The employment contract must be drawn up within 3 days of receipt of the signed new appointment information form and be signed as soon as possible after the appointment of a new employee.
- Appointments to sign contracts must not be set up until a completed, signed contract is in the Line Manager's possession. The Line manager is to be held responsible and accountable for ensuring strict confidentiality with respect to the employment contract and its contents.
- Contracts must contain the general company policy, as well as remuneration, job specifications and general information as stipulated by the Basic Conditions of Employment Act (75 of 1997).

#### 4.15.1.2 Induction and Training

- This will mainly be done by the Line Manager and will depend on the new position. The line manager, in consultation with the responsible Human Resources representative will compile an induction programme for the new appointment in terms of the Induction Policy.

- A letter of announcement shall be drawn up by the line manager which shall be communicated to all staff notifying them of the new appointment. The staff announcement shall be emailed to all in the relevant office building.
- If psychometric assessments were conducted on the employee in the recruitment phase, personal development feedback can be arranged for feedback to the employee when he/she starts with the organisation.

#### 4.15.1.3 Evaluation

- Formal work performance reviews should be done regularly during the employees' probation period. After the probation, work performance reviews must be done at least every six months. This should be a two-way communication process where both the manager and the employee give feedback and try to identify ways of improving individual and team performance.

## 5. PREFERENTIAL RE-EMPLOYMENT PROCEDURES

- 5.1 There are procedures that apply in all instances where retrenchments may have occurred in a Business Unit or Subsidiary Company within the previous six months. The Company will not preclude employees who have previously worked for The Company from applying for employment.
- 5.2 The Company's approach to the re-employment of former employees is dependent on a number of considerations, and guidance must be sought from the responsible Human Resources representative prior to shortlisting such applicants.
- 5.3 Former employees applying for vacancies in The Company are considered external applicants and must follow the regular recruitment procedure.
- 5.4 In the event where an offer letter was accepted by a candidate, and the candidate did not report for duty without notifying the Employer, the offer letter will no longer be valid. Should the same candidate apply for future vacancies, The Company may use its discretion whether to shortlist the candidate or not.
- 5.5 The reason for the former employee's termination of service with The Company (or any predecessor in title), must be determined. Where the employee's termination is deemed to be a "no-fault" termination, then such candidate may be shortlisted.
- 5.6 It is a specific requirement that such individuals declare their previous service with The Company when completing their application form. Failure to do so will be considered misrepresentation and may result in disciplinary action which may include dismissal.

## 6. EMPLOYMENT OF RELATIVES

- 6.1 It is company policy not to employ relatives of management in the same management unit where such employment could place the employee in a potentially compromising situation. We are concerned about conflict of interest. This should in no way be interpreted as discouraging families from working for the organisation as we have sufficient avenues of employment to place them adequately in positions which would not be compromising to them or the organisation.
- 6.2 A management unit perhaps needs defining, and this can best be done by quoting a few examples. We would not employ a wife as an Executive Manager's secretary when her husband is a manager in one of the Executive Manager's departments. We would not employ the wife of a manager in his own department (discipline would be difficult). We would not employ two members of the same family in

the accounts department.

- 6.3 The term family also needs clarification and is defined as: Spouse; Life partner; Mother; Mother-in-law; Father; Father-in-law; Brother; Sister; Children; a nephew and or niece. In the light of this clause, applicants are required to declare that they are not related to anyone who falls with the definition of family, who is employed by The Company.
- 6.4 The purpose of this policy is to avoid problems of morale, discipline, security, and other potential conflicts of interest.
- 6.5 Should a manager be in any doubt as to whether the employment of the applicant in his/her unit may create a conflict of interest, s/he should refer the matter to the Senior Manager/Director.
- 6.6 Any exception made to the above rule will be made entirely at the discretion of the Chief Executive Officer of The Company and the exception will only be made where The Company employs or desires to employ someone who has expertise that would be highly desirable and beneficial to The Company.

## **7. EMPLOYMENT OF NON SOUTH AFRICAN CITIZENS**

- 7.1 It is unlawful to employ non South African citizens who are not in possession of the necessary work permits and/or official documentation which entitles them to work legally in this country. Not only is this practice illegal, but such actions place Digicall Group at risk (fines) and prejudices legitimate applications for work permits for individuals whose services or expertise is needed.
- 7.2 In all instances, new applications to the Department of Home Affairs and the details of all temporary work permit holders employed within The Company must be registered with the Human Resources office.

## **8. EMPLOYMENT OF INTERNSHIPS AND LEARNERSHIPS**

- 8.1 To ensure return on investment, The Company may designate a certain number of vacancies for possible filling by interns and learners who have successfully completed their internship or learnership at The Company. These positions should preferably be at entry level in the approved structure.
- 8.2 To afford all the eligible interns and learners' equal opportunity to view for the position(s), the normal selection process shall be followed where practically possible, that is, in instances where more than one intern or learner competes for a position. This process will however not be followed if there is no competition for the position.

## **9. RECRUITMENT OF CANDIDATES FROM SUPPLIERS / CUSTOMERS**

- 9.1 The Company does not normally encourage the recruitment of candidates from direct suppliers and/or customers where this could create possible conflict with such suppliers and/or customers.

## **10. RECORD KEEPING**

- 10.1 All interview report forms, application forms, telephone reference and related documents is to be handed to the Human Resource Representative for record keeping purposes, and in line with Labour Law and POPIA requirements.
- 10.2 These documents will be kept on file, together with a copy of the advert, for a period of 5 (five) years.
- 10.3 The responsible Human Resources representative will ensure that all job applicants have been properly communicated to and that all communiqués have been documented on the applicant register.

## 11. Deviations and Exception

- 11.1 Any deviations and/or exceptions to the above policy may only be approved by the Chief Human Resources Officer in email for exceptional circumstances which include the placement of candidates during urgent operational requirements and failure to do so may cause reputational, financial or operational harm to the business.

### Recruitment Process

<p>Step 1</p>	<p><b>Recruitment Requisition</b></p> <p>Line Manager in consultation and collaboration with the HR representative to confirm required recruitment need and selecting the appropriate method of filling the vacant post.</p> <p>Line managers must complete a Recruitment Requisition Form, Annexure A, and email this to the HRBP or HR Manager.</p>	<p>Within 2 days</p>
<p>Step 2</p>	<p><b>Initiating the recruitment process</b></p> <p>The HR representative to ensure the approval and finalisation of the,</p> <ul style="list-style-type: none"> <li>• Job Specifications and Role Profile with approved competencies as confirmed by the Group Talent Management Specialist.</li> <li>• Position is graded and benchmarked by Group Talent Management Specialist.</li> <li>• Approved Recruitment Requisition.</li> <li>• Approved Advert.</li> <li>• Completed and approved Handover document, Annexure B.</li> </ul>	<p>Within 3 days</p>
<p>Step 3</p>	<p><b>Advertisement</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Confirm start and closing date of advert with line management.</li> <li>• Publish approved advert on the selected recruitment platform and assist line managers with boosting of adverts.</li> <li>• Ensure advert is shared with The Company internally via email and published on The Company's Intranet.</li> <li>• Advertisements will not be placed for fewer than ten working days and no longer than one month of the Advert being published.</li> </ul>	<p>Within 1 day</p>

Step 4	<p><b>Screening and Shortlisting</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Ensure all applications are received via the selected recruitment platform</li> <li>• Shortlisted candidates meet the inherent job requirements.</li> <li>• In collaboration with the line manager shortlist according to the following criteria: <ul style="list-style-type: none"> <li>○ Preferential employment requirements, for example, employees who have recently been retrenched</li> <li>○ The employment of family members</li> <li>○ The completeness of the job application form</li> <li>○ Internal applicants who, with the necessary training and development may be regarded as a suitably qualified candidate</li> <li>○ Any trainees who may be fast-tracked through their learnership programme</li> <li>○ Applications from suitably qualified designated group employees</li> </ul> </li> <li>• Line Manager to approve shortlist.</li> </ul>	Within 5 days
Step 5	<p><b>Preliminary Interview</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Arrange preliminary interviews with shortlisted candidates via Wamly.</li> <li>• Ensure Wamly interview have been rated by the Wamly panel.</li> <li>• Ensure further shortlisting of candidates to be invited to the face to face interview.</li> </ul> <p>Group Talent Management Specialist to,</p> <ul style="list-style-type: none"> <li>• Review or prepare appropriate Wamly interview questions.</li> </ul>	Within 3 days
Step 6	<p><b>Interviews</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Invite all shortlisted candidates for the interview.</li> <li>• Book the interview venue.</li> <li>• Conduct interviews.</li> </ul> <p>Group Talent Management Specialist to,</p> <ul style="list-style-type: none"> <li>• Ensure behavioural competency based interview questions align with competencies selected for the role.</li> </ul> <p>Line manager to,</p> <ul style="list-style-type: none"> <li>• Prepare appropriate technical questions.</li> </ul>	Within 3 days
Step 7	<p><b>Psychometric Evaluation</b></p>	Within 5 days

	<p>The Group Talent Management Specialist to,</p> <ul style="list-style-type: none"> <li>• Ensure that tests used are certified, intrinsically fair and fairly applied.</li> <li>• Psychometric evaluations to be applied for all Top and Senior positions, and optional for lower-level positions.</li> <li>• Provide feedback to Line Manager.</li> </ul> <p>The HR representative to;</p> <ul style="list-style-type: none"> <li>• Inform the Group Talent Management Specialist of any psychometric arrangements.</li> <li>• Send Psychometric assessment requests <b>before 12h00</b>, to be sent out to the candidates the same day.</li> <li>• Psychometric assessment requests sent after <b>12h00</b>, to be sent out to the candidates the following.</li> </ul>	
Step 8	<p><b>Second and Final Interviews</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Invite shortlisted candidates for the second or final interview.</li> <li>• Book the interview venue.</li> <li>• Ensure proper documenting and recordkeeping of interviews and applicant register.</li> <li>• Conduct interviews.</li> <li>• Reach consensus with Line Manger.</li> </ul>	Within 2 days
Step 9	<p><b>Reference checks</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Ensure that the applicant gave consent for references to be verified, using the reference check release form.</li> <li>• Arrange for criminal and credit checks to be conducted.</li> <li>• Ensure that a minimum of two independent references be consulted to verify the information contained therein.</li> </ul> <p>The Line Manager to,</p> <ul style="list-style-type: none"> <li>• Conduct reference checks with the assistance of the HR Representative.</li> </ul>	Within 2 days
Step 10	<p><b>Response to Unsuccessful candidates</b></p> <p>The HR Representative to,</p> <ul style="list-style-type: none"> <li>• Send standardised notifications to unsuccessful candidates via the selected recruitment platform, email or sms.</li> <li>• Notify employment agencies about unsuccessful applicants.</li> </ul> <p>The Line Manager to,</p> <ul style="list-style-type: none"> <li>• Provide feedback to internal unsuccessful candidate.</li> </ul>	
Step 11	<p><b>Appointment</b></p>	Within 1 day

	<p>The HR Representative to,</p> <ul style="list-style-type: none"><li>• Prepare the offer letter in writing.</li><li>• Request a specimen salary advice (Dummy payslip) from the payroll consultant.</li><li>• Finalise offer letter and submit to successful candidate.</li><li>• Inform line manager of candidate's decision.</li></ul>	
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